

SECRET

19 November 1973

MEMORANDUM FOR: DDI Planning Officer

SUBJECT : Comments on Directorate Objectives

1. Your memorandum of 7 November 1973 notes the dissimilarity in focus between the DCI objectives and the proposed DDI objectives. We recognize also the difference in focus between the proposed DDI objectives and those approved by the DDI for IAS. We would observe that our reading of the literature on Management by Objectives persuades us that the objectives for an organization should be derived from its mission, and should account for the totality of that mission if the maximum benefits of the system are to be achieved. To highlight objectives which affect only selected aspects of the way an organization does its business misses the opportunity for using the system as a tool for analyzing and managing the totality of its resources and programs. We accept the premise that we are all groping in this area, and that our use of MBO as a tool will evolve over time. Nevertheless, I believe it would be useful for the DDI management to meet as a group--preferably in a retreat environment--to consider jointly the question of implementing MBO within the Directorate.

2. We accept the wording of those objectives (A2, A3, and D1) explicitly assigned to IAS.

3. Objective C1 should be broadened to include IAS, which is conspicuous as the only DDI component omitted from the program [redacted] which has opportunities for many of its people to serve overseas). IAS--and the directorate--would benefit from opportunities for its analysts periodically to visit their areas of interest overseas.

4. IAS heartily endorses objectives C3 and C4, and has no problems with E5 and F2.

5. We applaud objective G1, and hope that a similar one affecting IAS will appear at some future date.

6. Please accept my apology for this tardy response.

[redacted]
GEORGE W. ALLEN

Director

Imagery Analysis Service

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